

# 2014 ACCOMPLISHMENTS



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## GSA PRIORITIES



DELIVERING BETTER  
VALUE & SAVINGS



SERVING OUR  
PARTNERS



EXPANDING  
OPPORTUNITIES FOR  
SMALL BUSINESSES



MAKING A MORE  
SUSTAINABLE  
GOVERNMENT



LEADING WITH  
INNOVATION



BUILDING A  
STRONGER GSA

## THE OCSIT/18F VISION

Lead the transformation to 21st century digital government and revolutionize the interaction between government and the people and businesses we serve.

## GOALS

**Transformation through Innovation:** Build and deliver user-centric shared services, solutions, platforms, and practices to improve digital service delivery across government.

**Customer Experience:** Deliver a high value, user-centric customer experience based on data-driven performance and results.

**Operational Efficiency and Effectiveness:** Discover, implement, and accelerate adoption of innovative technologies and best practices that improve government. Lead implementation of solutions that are faster, cheaper, and sustainable.

## OVERVIEW

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# OFFICE OF CITIZEN SERVICES AND INNOVATIVE TECHNOLOGIES/18F



In GSA's Office of Citizen Services and Innovative Technologies/18F, we're passionate about leading transformation through innovation. Agencies and the public know us as trailblazers who are creating a 21st century digital government that works for the American people by delivering efficient, responsive services. Customer experience is embedded in everything we do. We understand our federal partners' digital government needs and meet them with user-centric, shared services and platforms. And we create effective solutions in response to business and citizens as they communicate their needs for data and for information about government programs and services.

GSA's mission and priorities continued to guide OCSIT/18F's work in FY14. We gave agency partners, including all 24 CFO Act agencies, better value and savings while improving sustainability. We made it easier for agencies and small business to work together. And we helped create not just a stronger GSA, but a stronger government as a whole.

Highlights from FY 2014:

### Shared Services and Solutions

- The successful 18F program was created to hack bureaucracy and transform the way government agencies build and buy digital services.
- FedRAMP reached a total governmentwide cost avoidance of well over \$40 million, with cloud providers meeting the FedRAMP requirements representing more than 160 known [Federal Information Security Management Act \(FISMA\)](#) implementations.
- The Digital Analytics Program offered an unprecedented view of how well agencies are serving their customers through the web, with 1.2 billion page views per month, to drive improvements in web performance across government.

### Platforms for Citizen Engagement and Digital Service Delivery

- The USA.gov family of websites received 65 million user visits in FY14.
- DigitalGov.gov, a new collaborative platform, was launched. It delivers timely content, showcasing agency efforts and steering visitors to [communities](#), [services](#), and [resources](#) that enable agencies to more quickly deliver the information and services the public expects.
- Data.gov developed an automated tool which captures each federal agency's data files on a daily basis to provide easy, comprehensive access to the latest collection of open government data.

## Communities of Practice

- The SocialGov community grew to include almost 800 federal employees from more than 100 agencies and offices—a 65% increase from FY13. It delivered several major toolkits to improve and measure the effectiveness of social media use across government.
- Participation in the MobileGov community of practice grew 28% from 791 to 1,031 federal employees and contractors and hosted more than 24 events with 1,200 attendees.

We take pride in OCSIT/18F's mission of meeting the growing expectations of citizens and customers with a digital government that works for them. And we get tremendous satisfaction from unleashing our creativity and expertise to discover, implement, and accelerate the adoption of innovative technologies and best practices that improve government and make people's lives better.



Kathy P. Conrad  
Acting Associate Administrator  
Office of Citizen Services and Innovative Technologies/18F  
General Services Administration

## ACCOMPLISHMENTS

Transformation through Innovation:  
Enhancing Digital Government and Citizen Experience

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## SHARED SERVICES AND SOLUTIONS

Technology has changed business and daily life—people expect immediate, personalized, and secure online interactions with their government. This creates an opportunity and a challenge for federal agencies. OSCIT/18F is building and delivering user-centric, shared services and solutions to improve digital service delivery across government, enabling agencies to more efficiently and effectively meet the public's growing expectations.

### 18F



The pace of technological change is breathtaking. Americans have grown to expect fast, personalized information and services from the private sector. But with a shortage of in-house experts, budget limitations, and slow procurement processes, it can be hard for federal agencies to meet those same expectations.

Bureaucracy needs to be hacked, and GSA's [18F is doing it](#). Joining OCSIT in March 2014, 18F is built in the spirit of America's top tech startups. It draws together designers, developers, and product specialists from the public and private sectors. Together, they work with agencies to rapidly deploy tools and digital services that are reusable, cut costs, and are easier for people and businesses to use.

Over the last year, [18F](#) has embarked on a mission to transform the way the U.S. government builds and buys digital services. It's working with about a dozen agencies to help them deliver on their missions in a user-centered, agile, open, and data-driven way. Much of their work is in partnership with agencies across government, delivering public-facing services via web applications, data and service Application Programming Interfaces (APIs), and platforms. 18F operates using three basic models:

- For you:** Building solutions for an agency
- With you:** Integrating with an agency team to provide additional expertise or core capacity
- By you:** Advising an agency on how to build or buy user-centric interfaces most effectively

Agencies can invite the newly-launched [18F Consulting](#) team to help them incorporate agile development methods into their procurement process. 18F Consulting can advise at any stage of a project, from brainstorming technical requirements and streamlining procurement at the beginning, to assuring good technical practices and recommending contract modifications later.

## FY14 Accomplishments:

- Grew from a 10-person team to a 60-person team
- Accelerated security authorization processes
- Engaged [with more than 100 end-users](#) while researching, prototyping, and developing projects
- [Beta launched FBOpen](#), an API and search tool which helps small businesses find opportunities to work with the U.S. government
- [Launched NotAlone.gov](#) in partnership with the White House Office of Science and Technology Policy (OSTP) and the Office of the Vice President. NotAlone.gov helps students and school administrators find resources on responding to and preventing sexual assault.
- [Launched the alpha prototype for the FOIA Task Force](#). The new portal creates a scalable infrastructure allowing people to search for and submit Freedom of Information Act (FOIA) requests to federal agencies.
- [Launched Communicart](#), a simplified, email-based purchasing approval tool for purchase card holders authorized to buy office supplies for the government
- Piloted [Midas](#) at HHS and the State Department. The “crowdwork” platform is powering GSA’s Open Opportunities.
- Alpha launched [Mirage](#), a market research tool for the OASIS procurement vehicle (now called Discovery)
- Doubled the size of the [api.data.gov](#) program, with 13 APIs across seven agencies now using the shared service
- Hit a [/Developer Program](#) milestone of engagement with more than 100 API teams, providing training and direct support to help agencies build out web services and engage the developer community
- Launched the [18F Dashboard](#), providing transparency on 18F progress, milestones and reusable software code

## PRESIDENTIAL INNOVATION FELLOWS PROGRAM (PIF)



2014 was a pivotal year for the prestigious [Presidential Innovation Fellows \(PIF\) program](#), which brings tech innovators and entrepreneurs from business, academia, and the non-profit world into government to partner with federal agencies on their biggest technology opportunities and challenges. The program was launched by the White House Office of Science and Technology in 2012, transitioned to GSA in 2013, and became part of 18F in 2014. PIF implements new structures and procedures to make it, and the successes it helps spark, repeatable and scalable.

### **FY14 Accomplishments:**

- This year, GSA’s administrator appointed the program’s first director and established a program office, dedicated to executing all strategy and operations related to the program.
- The PIF program office significantly enhanced and streamlined its HR selection process, emphasizing OPM’s and GSA’s standards of fairness and consistency while meeting the important goal of efficiently identifying the most highly qualified applicants. The PIF program launched the Hire-EZ tool. Used across 18F, it automates a number of costly backend processes related to reviewing applications.
- The program also standardized a number of structural components, such as compensation and term length. Fellows were deployed to agencies via interagency agreements to maximize the blend of expertise and support to agencies, reinforcing 18F and PIF’s agile staffing philosophy. The standardization also helped reduce administrative overhead and streamlined onboarding.
- The program saw another big year of interest with
  - 1,200 applicants
  - 30 subject matter expert reviewers
  - 2,000 total reviews
  - 27 fellows selected



- The “Round Three” fellows started their federal tours of duty in September, working on 18 projects hosted by 13 federal agencies. Projects continue to focus on White House and national priorities, such as open data initiatives, which use OCSIT assets like Data.gov, and seek to create jobs, stimulate the economy, and save lives by putting information in the hands of the people. A number of fellows continued to work on issues concerning veterans. Others were deployed on projects started in previous years, such as [Lantern Live](#), a mobile app built by fellows partnered with the Department of Energy to allow users in disaster-affected areas to report on the real-time status of local gas stations, find fuel, and easily look up power outage maps from local utilities.

In achieving these milestones, and by once again deploying an extraordinarily talented, inspiring group of fellows, the program demonstrated the important role it plays in connecting capable technologists and innovators with federal agencies on game changing projects.

## FEDRAMP



As agencies increase their use of cloud computing, security is a top concern. [FedRAMP](#), the Federal Risk and Authorization Management Program, provides a standard approach for conducting security assessments and authorizations of cloud systems. The approach is based on an accepted set of security controls and consistent processes that have been vetted and agreed upon by agencies across the federal government, including the Department of Homeland Security (DHS), the National Institute of Standards and Technology (NIST), the Department of Defense (DOD), the Office of Management and Budget (OMB), and the Federal CIO Council.

FedRAMP is enabling agencies to accelerate adoption of secure cloud solutions and substantially lower cost by reusing standardized security processes, assessments, and authorizations. FedRAMP strengthens trust in the security of cloud solutions by ensuring consistent use of standardized, rigorous security authorization processes and practices. In FY14, all federal agencies were required to implement FedRAMP for any cloud service they use.

### **FedRAMP key benefits include:**

- Providing a single, consistent security risk assessment and authorization that can be used across agencies—a "build once, reuse many times" approach
- Establishing a common set of baseline security assessment and continuous monitoring requirements using NIST standards
- Enhancing transparency between government and cloud service providers

- Certifying and making available a list of qualified, independent third-party assessors (3PAOs), ensuring consistent assessment and accreditation of cloud solutions based on NIST's proven conformity assessment approach
- Shifting risk management from annual reporting to more robust continuous monitoring by moving toward more real-time detection of risks and vulnerabilities and mitigating persistent vulnerabilities and security incidents

#### **FY14 Accomplishments:**

- As of September 2014, there were a total of 18 Cloud Service Provider (CSP) systems with FedRAMP compliant Authority to Operate (ATO) and 12 CSP systems with [Joint Authorization Board \(JAB\)](#) provisional authorizations.
- Cloud providers that have met the FedRAMP requirements represent more than 160 known [Federal Information Security Management Act \(FISMA\)](#) implementations by agencies, representing a cost avoidance of well over \$40 million dollars.
- FedRAMP selected the American Association of Laboratory Accreditors (A2LA) for its transition to a privatized model for 3PAOs. FedRAMP created a market of 29 accredited 3PAOs who are qualified to perform FedRAMP assessments of cloud services. More than two-thirds are small businesses.
- FedRAMP completed a comprehensive update of its core requirements to reflect a major revision in security standards from NIST.

#### **CONNECT.GOV**



Today, citizens logging in to federal websites for government services usually have to create a new username and password for each agency or program. It can be time consuming and frustrating to keep track of so many logins.

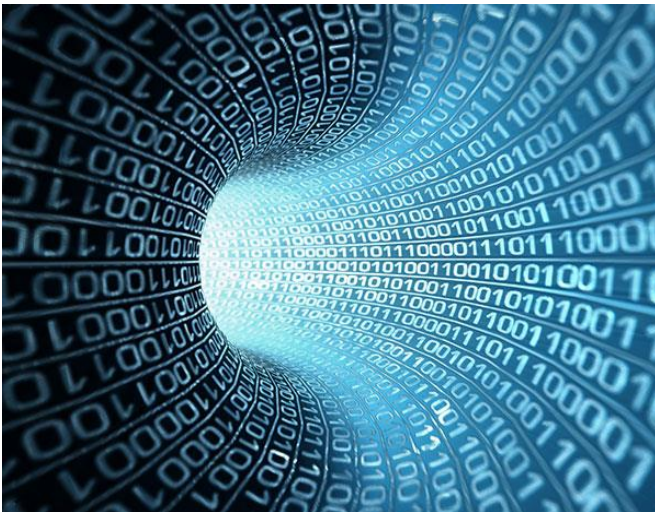
[Connect.Gov](#) (formerly the Federal Cloud Credential Exchange or FCCX) enables people to access online government services in a convenient, privacy enhancing, and secure way, using a login they may already know and trust. By allowing consumers to use secure third-party credentials, Connect.Gov simplifies and improves access to government digital services and helps move paper-based transactions online.

Connect.Gov is a key component of the [President's National Strategy for Trusted Identities in Cyberspace](#) (NSTIC). It gives agencies an easy-to-use solution for streamlining digital authentication that reduces risks and costs, and improves customer experience.

#### **FY14 Accomplishments:**

- The Connect.Gov Program Management Office (PMO) worked closely with multiple agencies to define the technical responsibilities and requirements for Level of Assurance (LOA) 2 and 3 Credential Service Providers (CSPs) to be integrated into the program. GSA released a request for proposal for CSPs in late FY14 and awarded the contract to two providers in early FY15.
- The PMO established a customer advisory group and multiple working groups that meet regularly to gather input from agencies on program development, user experience, and technology integration.

#### **DIGITAL ANALYTICS PROGRAM (DAP)**



Agencies invest so much time and expense in developing websites to provide information and services for the public and other customers. But how do they know how well those sites are performing? GSA's [Digital Analytics Program \(DAP\)](#) allows federal agencies to analyze their websites' performance with comprehensive, easy-to-use web analytics that reveal important trends, gaps, and needed improvements. There's no cost to federal agencies for DAP services, saving them close to \$1 million a year. In FY14, more than 3,500 .gov and .mil public websites took part in the program across 34 cabinet-level agencies, reaching 1.2 billion monthly hits across government. All 24 CFO Act agencies participate in the program, providing an extraordinary array of web analytics and real time, actionable insight into website performance and digital service effectiveness across government.

#### **FY14 Accomplishments:**

- In FY14, the number of individual .gov and .mil public websites participating in DAP grew more than 30% to over 3,500. DAP's overall traffic also increased by 30% to 1.2 billion hits per month.
- DAP piloted demographics reporting for agency websites in FY14. In addition to website user behavior, DAP began offering gender, age range, and interest-related information—all without using personally identifiable information (PII).

- In August, in addition to agencywide and website-specific analytics, DAP began delivering an unprecedented, governmentwide view of how well agencies serve their customers through the web. Access to the governmentwide analytics and other agency data creates new avenues for agencies to collaborate to improve their digital services.
- To enhance user customer service and ongoing collaboration, DAP established the DAP Online User Forum for its more than 1,400 users. Along with DAP's documentation knowledgebase, the forum has become the primary platform for all DAP-related questions, discussions, and lessons learned, as well as a source of future requirements for DAP code updates.
- To empower agencies and the growing number of DAP users with the knowledge and skills to perform data analysis, DAP trained more than 700 users in FY14 with quarterly in-person training sessions, webinars, and one-on-one mentoring.

## DIGITALGOV SEARCH



DigitalGov Search in use on the Department of Homeland Security website

It's so easy to take for granted. You go to a website, enter keywords in the search box, and find the results you're looking for. [DigitalGov Search](#) enables agencies to optimize their website search capabilities to ensure their customers' needs are met. This commercial-grade service delivers fast, relevant, and thorough government-centric results on 1,500 government websites, including the [Department of Homeland Security](#), [USA.gov](#), and [WhiteHouse.gov](#). And by using free or low-cost commercial APIs and open source software, OCSIT/18F offers DigitalGov Search free to federal, state, and local agencies, providing significant cost savings for agencies.

## FY14 Accomplishments:

- Agencies continued to adopt DigitalGov Search in FY14 as 140 new websites started using the service, including the Departments of Education and Transportation; Commerce's Economics and Statistics Administration; Interior's Bureau of Reclamation and Bureau of Safety and Environmental Enforcement; Treasury's Bureau of the Public Debt and Alcohol and Tobacco Tax and Trade Bureau; and DHS' Customs and Border Protection.
- In FY14, DigitalGov Search served answers to 291 million questions asked by the public via the search boxes on government websites, an 11% increase over FY13.
- DigitalGov Search added new features including the ability to search government notices and rules published in the Federal Register. By integrating agencies' Federal Register documents within the search results, DigitalGov Search made it easier for the public to understand the regulatory process and to participate in government decision making. The service also rolled out a redesigned, responsive results page and now uses agencies' Flickr and Instagram pictures to power their image search. And in support of the Digital Strategy, DigitalGov Search also open sourced this social image search code on GitHub to make it easy for people to find and use government images.

*"It would be impossible to match the value of GSA's DigitalGov Search service by procuring, building, and configuring a custom solution ourselves. With the combination of a very feature-rich search service and knowledgeable staff, this is by far the best search tool ever."*

--Department of Homeland Security

## DIGITALGOV USER EXPERIENCE (UX) PROGRAM

Government websites and other digital products are created to provide information and services for the people who need them. But not all government digital products are designed around user needs. They may be confusing or difficult to navigate.

OCSIT/18F's [DigitalGov User Experience \(UX\) Program](#) is transforming the way the federal government builds digital products like websites, mobile sites, intranets, and databases. DigitalGov UX helps agencies design user-centered websites and mobile applications that meet the needs of customers and citizens they serve by

- Growing the ability of federal agencies to conduct user research
- Reducing user experience barriers
- Demonstrating and implementing user experience excellence

### Old site—task completion 58%



### New Site—task completion 90%

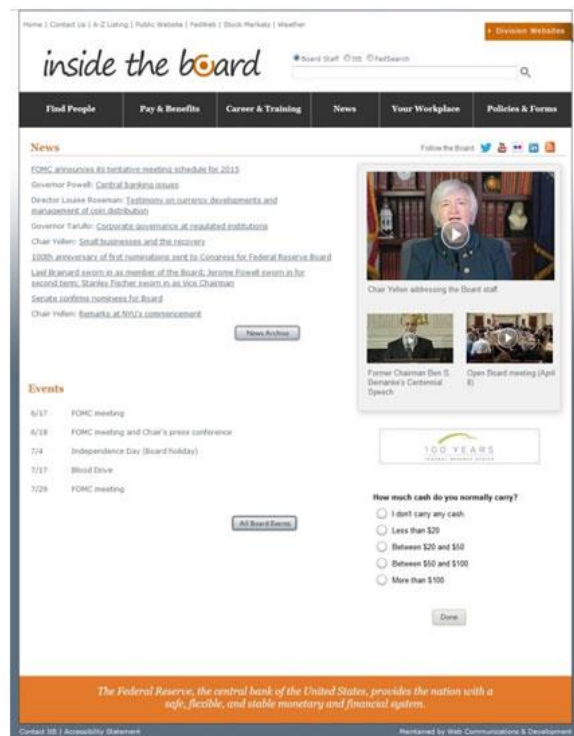


FIGURE 1 THE FEDERAL RESERVE BOARD WEBSITE, DRAMATICALLY IMPROVED WITH USER RESEARCH THROUGH DIGITALGOV UX



Now in its fourth year, this free program has served more than 100 federal systems and project teams, while building user experience expertise and capacity at agencies across government.

DigitalGov UX is a catalyst for governmentwide knowledge sharing and practical techniques to position user experience at the core of government digital services. Its collection of dozens of [usability case studies](#) documents how focusing on user experience benefits agencies and their customers.



FIGURE 2 MEMBERS OF THE UX COMMUNITY PRACTICING USABILITY TESTING

#### **FY14 Accomplishments:**

- The DigitalGov UX Program launched its first annual User Experience Summit with more than 100 attendees and provided additional training to 1,300 people via webinars.
- The UX community grew by more than 170%, from 187 members to more than 500.
- Community members suggested and helped pilot a number of new offerings, including UX lab tours, office hours, and meetups after work. They also created numerous working groups focused on important issues including accessibility.
- The UX program conducted its first-ever evaluation of federal APIs, introducing builders to the UX process and, in collaboration with 18F, creating a list of Best API UX practices.

*“It was just the feedback and information we needed to help us maximize our site’s usability as we start our revamp and migration to a new web content management system.”*

-- Doug Welty, Office of Inspector General, U.S. Department of State



In an era of budget cuts and travel restrictions, how can federal employees get the training they need in digital communications, technology, and citizen engagement to serve their customers? [DigitalGov University](#) (DGU) is the federal government's flagship training program to help agencies affordably learn to deliver a superior customer experience through a variety of channels.

By providing a collection of events online via live webinars and on demand, DGU reduces the need for agencies to build their own training programs. DGU also provides agencies an avenue for sharing their great work, innovations, and the hurdles and successes of implementing tools and producing content in the digital age.

About 90% of DGU's presenters are federal employees. All courses are free, and train web and new media professionals, IT staff, contact centers, senior leaders, program managers, public affairs officers, and legal staff across government on:

- Social media and citizen engagement
- User experience, design, and accessibility
- Mobile strategy
- Web management and content strategy
- Plain language
- IT and emerging technology
- Search engine optimization
- Challenge and prize competitions and innovation
- Contact center management





FIGURE 3 ATTENDEES PARTICIPATE IN THE DIGITALGOV CITIZEN SERVICES SUMMIT

#### FY14 Accomplishments:

- DGU hosted 106 training events, equipping nearly 9,000 attendees from 100 federal, state, and local government agencies across the country. Thirty-nine percent of participants were first time attendees.
- DGU grew its course offerings by 17% and increased in-person workshops by 44%, creating hands-on events to better meet customer needs.
- In May 2014, DGU hosted the first [DigitalGov Citizen Services Summit](#), bringing together more than 200 DigitalGov innovators in person from across the federal government and private sector. They discussed performance analytics, customer service across channels, public-private partnerships, and interagency collaboration.

*"...it's been incredibly helpful to have access to tools and training designed with public technology regulations/infrastructure in mind, and to have not only the tools, but access to subject matter experts who provide training that's understandable to a non-specialist like myself. Your program is a model for government information management..."*

-- DigitalGov University user

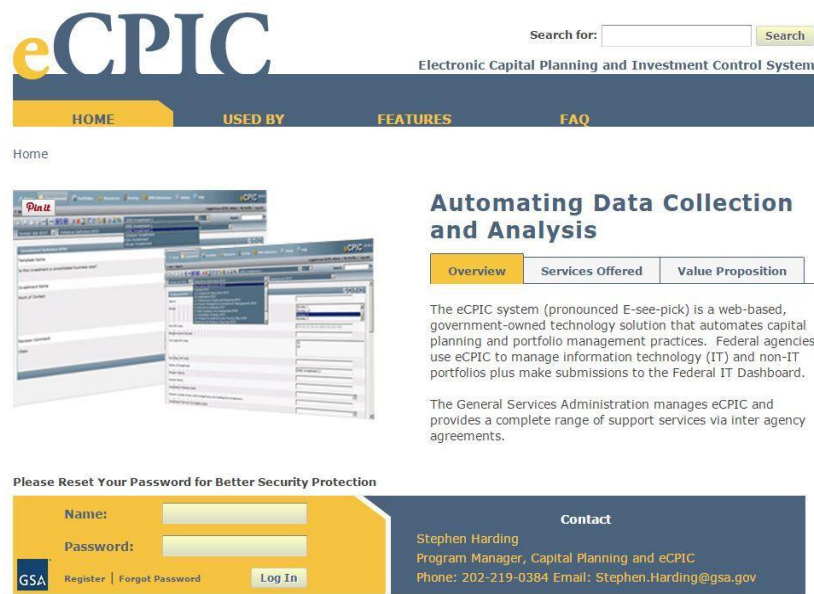
## GOVERNMENT CUSTOMER EXPERIENCE INDEX (GCXi)

It was the old “apples and oranges” problem. OCSIT’s more than two-dozen federal and public-facing programs all used different tools and methodologies to gather customer data and determine their success in meeting customer needs. The office needed a common way of measuring customer experience across all of its programs. In 2013, OCSIT developed and piloted the Government Customer Experience Index (GCXi). Modeled after Forrester’s Customer Experience Index, GCXi measures loyalty and customer satisfaction. Survey questions use a 5-point rating scale (4-5 positive, 3 neutral, 1-2 negative), and negative ratings are subtracted from positive to determine the score, while neutral responses are dropped.

### **FY14 Accomplishments:**

- After the successful 2013 pilot, the GCXi team honed its methodology and expanded it across all of OCSIT, asking three core questions (overall satisfaction, likelihood to return, and likelihood to recommend) about each program. Agency-facing and citizen-facing programs were surveyed separately, and a task completion question was added to citizen program surveys. As a result, a baseline GCXi rating was determined for 22 OCSIT programs in FY14.
- Thirty-six percent of OCSIT programs were rated Very Good, and 27% were rated Good, outpacing the Forrester Industry Rankings by 25% and 10%, respectively. More than 200 government agencies participated in GCXi surveys, and gave overwhelmingly positive ratings. Each OCSIT program manager received actionable customer feedback, and is using that information to make program improvements.
- Engaged employees are the most important factor in creating satisfied customers and positive experiences with OCSIT/18F’s programs and services. In addition to GCXi, OCSIT established an employee engagement team to increase knowledge and awareness of customer experience to ensure that it is being implemented across all programs. The employee engagement team includes participants from across OCSIT to share expertise and effective practices and to serve as a catalyst for infusing CX into OCSIT’s culture and programs.

## ELECTRONIC CAPITAL PLANNING AND INVESTMENT CONTROL SYSTEM (eCPIC)



It can be time-consuming and expensive for agencies to develop their own unique systems for IT capital planning and portfolio management.

The governmentwide Electronic Capital Planning and Investment Control System ([eCPIC](#)) can help. Managed by OCSIT since 2009, eCPIC is used to automate agency IT capital planning and portfolio management processes and to assess IT initiatives. This shared service is self-funded and guided by a steering committee of 19 agencies. The cloud-based program provides a suite of support services. And because eCPIC is easy to customize, agencies use it for other management IT and non-IT functions, as well as in the preparation and submission of budget data to OMB. The eCPIC system is the most widely used capital planning tool in the federal government.

### FY14 Accomplishments:

- Constantly improving its system and reach, eCPIC implemented HTML5; expanded compatibility for Internet Explorer 9, 10, and 11; and improved its application portfolio management functionality.

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# PLATFORMS FOR CITIZEN ENGAGEMENT AND DIGITAL SERVICE DELIVERY

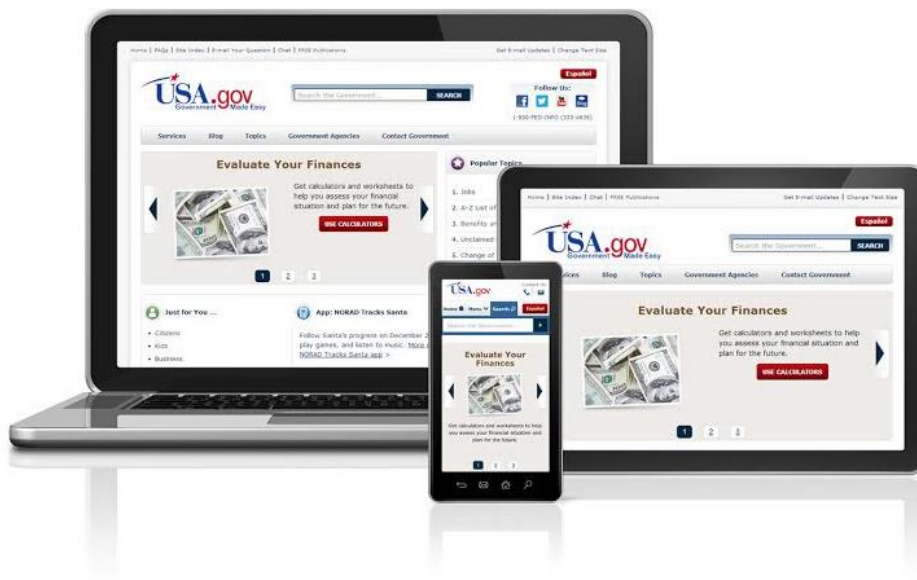
Every time a person accesses a government website, reaches out to a contact center, or interacts with social media, it's an opportunity to meet citizen expectations for information or services, and to give them a positive experience. OCSIT/18F drives governmentwide transformation to citizen centered digital services by providing robust platforms for sharing valuable information, data, and other content, including tools, expertise, case studies, and best practices for agencies and the public to use.

## USA.GOV PLATFORM

OCSIT helps people discover and use government information anytime, anywhere, on any device using the USA.gov Platform. Managed by the Federal Citizen Information Center (FCIC), the citizen-facing platform includes the primary federal websites USA.gov and GobiernoUSA.gov; Kids.gov; the USA.gov Contact Center's 1-800-FED-INFO telephone, email, and web chat services; a digital and print consumer publication program begun more than 40 years ago; and a popular social media presence.

## USA.GOV AND GOBIERNOUSA.GOV

Finding the most authoritative sources for information on government programs and services can be an adventure. How do people know which site to trust? Will the information be correct and up-to-date?



With [USA.gov](https://www.usa.gov) and [GobiernoUSA.gov](https://www.gobiernousa.gov), the U.S. government's official web portals in English and in Spanish, they can be confident. Using any device, they can find the information, programs, and services they're looking for, all in one place.

People used both FCIC sites to connect with government information in record numbers in FY14. And they actively engaged with USA.gov and GobiernoUSA.gov by turning to the sites' social media pages to get quick, friendly answers to their questions. They participated in user testing; left comments; and gave day-to-day feedback by email, phone, web chat, and customer surveys. Using the public feedback from these interactions and web analytics, USA.gov and GobiernoUSA.gov constantly evaluate and transform the way they serve the public.

#### **FY14 Accomplishments:**

- With one-third of the U.S. population turning from computers to smartphones or tablets as their exclusive way to access the internet, USA.gov and GobiernoUSA.gov met the public's need for information from the government anytime, anywhere, and on any device by launching a new responsive design in FY13. Since the launch, USA.gov saw mobile use quickly grow by 17%. Mobile now accounts for 30% of all traffic to the site.
- The USA.gov family of websites hosted 65 million user sessions in FY14.
- FCIC began implementing an adaptive content model, which is consolidating resources, eliminating redundancy, and providing the same clear and authoritative information to the public, no matter the channel. The new USA.gov Platform will share all of its content in machine-readable format and ingest, display, and promote content directly from other agency APIs.
- GobiernoUSA.gov's bilingual content syndication continued to grow in FY14. The content was featured on sites such as Reuters.com, Yahoo.com's homepage, and other major English portals, as well as Hispanic websites such as the Huffington Post's HuffPost Voces (formerly AOL Latino), MSN Latino, Fox News Latino, and Univision. Altogether, this syndicated content has received more than 8,400 placements online with an estimated value of nearly \$17 million.

*"I follow USA.gov on Facebook and follow links to the website. I just wanted to send you a thank you and tell you that the topics for the past several months have been timely, interesting, and useful. Thanks for helping connect me to information I can trust."*

--USA.gov user from Tacoma, WA



It can be daunting for parents to hand their tablet or smartphone over to their kids. Exploring in a world of websites full of ads and grown-up content just isn't always safe. That's why [Kids.gov](https://kids.gov) is so important.

As the federal government's official web portal for children, Kids.gov is an online oasis. The 2,000 web pages it features are created by government agencies and educational organizations. They're safe, smart, and fun. And they're age-appropriate. Kids in grades K-5 and 6-8 will learn about art, history, science, health, money, and safety.

Teachers and homeschoolers can choose from hundreds of lesson plans. And parents can point their kids to the site for information for reports, or to keep them entertained and learning during summer break.



FIGURE 4 SURROUNDED BY MILITARY AIRCRAFT, THE KIDS.GOV CREW SHOOTS AN INTERVIEW WITH A MARINE PILOT.

#### FY14 Accomplishments:

- One of the most popular features of Kids.gov is its series of videos highlighting cool government careers. Among this year's interviewees were a Marine pilot, a veterinarian caring for U.S. Customs and Border Protection detector dogs, and a marine biologist. The Sacramento Educational Cable Consortium began airing Kids.gov's videos this year as part of its television schedule.
- Kids.gov's social media presence grew as it increased Twitter followers by 93%.

*"This was GREAT!  
We are learning about the U.S. government in homeschool  
this year and this provided me with loads of ideas.  
I will be returning to this site throughout the year for the kid-friendly information."*

--Homeschooling parent and Kids.gov user



## USA.GOV CONTACT CENTER



FIGURE 5 USA.GOV CONTACT CENTER EMPLOYEES HELPING CALLERS

Sometimes when you're trying to find information, you just need a little personal help. When people reach out for government information—by phone in English or Spanish to 1-800-FED-INFO, in an online chat on USA.gov or GobiernoUSA.gov, or by email to OCSIT's citizen-facing websites—they connect with the [USA.gov Contact Center](#). It delivers quick, dependable information and referrals about government programs, benefits, and services to direct public inquiries. People ask most often about government grants and loans, taxes, Social Security, travel, and immigration and naturalization.

Federal agencies also rely on the USA.gov Contact Center when they need support during emergencies. Within minutes of earthquakes, terrorist attacks, hurricanes, and other crises, the Contact Center can ramp up to provide 24/7 services for agencies. The Contact Center coordinates closely with these customers, giving them feedback from the public that can help them decide where to deploy resources or make content changes on their websites.

Six government agency partners use the USA.gov Contact Center (formerly known as the National Contact Center) to respond to their telephone and/or email inquiries, and to provide interactive voice response (IVR) on behalf of their programs:

- Department of State
- Food and Drug Administration
- Department of Commerce
- Department of Interior
- Department of Labor
- General Services Administration



## FY14 Accomplishments:

- In FY14, the USA.gov Contact Center answered nearly 900,000 inquiries from the public by phone, email, and web chat, and answered more than 6.5 million inquiries by providing self-service answers online to Frequently Asked Questions (FAQs) in English and in Spanish.
- During the October, 2013 government shutdown, the USA.gov Contact Center was one of the few open federal resources available to the public. Prior to the shutdown, the Contact Center developed contingency plans and created alternate web pages. During the shutdown, the Contact Center received more than double the normal volume of email and chat messages from people concerned about government services, sharing feedback about the shutdown, and asking questions about the Affordable Care Act and the HealthCare.gov website, which opened the first day of the shutdown.
- The USA.gov Contact Center provided critical support to federal agency partners and citizens abroad during two weather emergencies in FY14. In response to Hurricane Odile in Mexico and Typhoon Haiyan in the Philippines, the Contact Center supported the State Department's Office of Overseas Citizen Services. The Contact Center took questions from concerned callers, and gave citizens in the affected areas and their families back home key information to help them survive the storms and travel safely. Feedback from the Contact Center helped the Directorate of Overseas Citizens Services continually evaluate and improve public messaging during the emergencies.

*"I have called 1-800-FED-INFO for over ten years and I have never had a bad experience. Every instance that I have had to call, I've received excellent, proficient, expedient assistance. Any questions that I have been confronted with, they always were able to give me an answer. So from 1 to 10, I'll give you a 10. And I thank you so very much."*

--USA.gov Contact Center caller

## USA CONTACT



For federal agencies and programs, developing an individual contract for contact center services can be expensive and labor-intensive. But the [USA Contact](#) contract vehicle cuts the work and the cost. It provides agencies an indefinite-delivery, indefinite-quantity (IDIQ) contract vehicle to acquire a broad range of contact center services for regular use, and during times of high volume and emergencies.

Agencies can choose from among nine pre-qualified companies that are experienced in delivering state-of-the-art contact center solutions. And using the program's cost calculator, agencies can better estimate the costs of various contact center services before they procure them.

### **FY14 Accomplishments:**

- USA Contact was tapped to meet contact center requirements with a total estimated value of \$142.6 million from the following programs and offices:
  - Office of Personnel Management Retirement Operations Center
  - Department of Education Federal Student Aid
  - Department of Veterans Affairs Office of Inspector General

## CONSUMER PUBLICATIONS AND CITIZEN OUTREACH

Connecting people with trusted government information from federal agencies has been a congressionally mandated core mission of OCSIT's [Federal Citizen Information Center](#) for more than 40 years. Its Publication Services and Citizen Outreach program fulfills a core component of that mission by distributing publications and information for partner agencies, and by letting the public know about the information, programs, and services from the government that can help make life a little easier.

### PUBLICATIONS

FCIC distributes millions of publications each year in online versions. But even in today's online-oriented culture, a 2014 report by Pew Research Center revealed that 13% of all American adults over the age of 18 do not use the internet in any way, including mobile. This represents an audience of 41 million Americans served through the strategic use of print resources.

To help federal agencies get the most value from their print budgets, FCIC explores new digital distribution methods for print content, including online access through [Publications.USA.gov](#) and the [Consumer Information Catalog](#). It also manages shared distribution and warehousing services from the Government Printing Office's Pueblo, Colorado distribution center.

Agencies create publications and fund their distribution. The publications cover subjects important to Americans, including handling consumer problems, understanding government benefits and services, managing finances and preparing for retirement, steering clear of identity theft and fraud, and getting healthier.

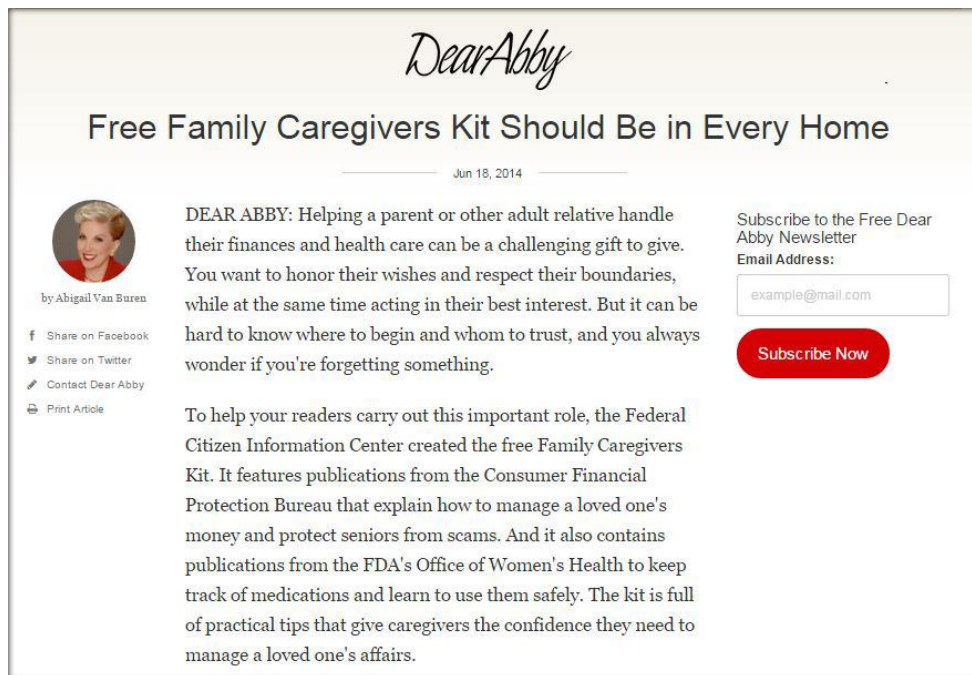
### FY14 Accomplishments:

- FCIC helped meet the goals of agency partners by distributing more than 22 million publications funded by the agencies to educate underserved communities. And by promoting digital publication distribution over traditional printing, warehousing, and shipping, FCIC and its third-party partners distributed nearly 1 million digital publications in FY14. This saved the government more than \$3 million in printing costs.

### CITIZEN OUTREACH AND SOCIAL MEDIA

To extend the reach of helpful government and consumer information from OCSIT's citizen-facing websites and publications, FCIC's marketing team develops and conducts special promotions for traditional and online news outlets and community organizations.

And as a majority of people in the U.S. use social media to engage with one another, they also use it to engage with their government. The USA.gov and GobiernoUSA.gov blogs, and English and Spanish citizen-facing social media accounts on [Twitter](#), [Facebook](#), [YouTube](#), Pinterest, and [Google+](#) give people the government information they need where they are. OCSIT's citizen-facing social media experts provide content, answer the public's questions, and host periodic live chats through these popular social media channels.



### FY14 Accomplishments:

- In June, as part of a decades-long partnership with advice columnist Dear Abby, FCIC created a special [Dear Abby "Family Caregivers Kit" promotion](#), featuring publications written and funded by the Consumer Financial Protection Bureau and FDA's Office of Women's Health. The promotion was designed for people who are responsible for managing an ill or elderly family member's finances and health care. In a record 24 hours, all publications had been claimed. The promotion distributed more than 1.5 million digital and print publications.
- USA.gov, GobiernoUSA.gov, and Kids.gov piloted pages on Google+, the largest social network in the world. Since launch in the spring, USA.gov's Google+ page gained 64,159 followers. And GobiernoUSA.gov and USA.gov hosted their first live Google Hangouts:
  - Celebrating Hispanic Heritage Month, GobiernoUSA.gov partnered with the Small Business Administration to host a Google Hangout for Hispanic entrepreneurs. The team received more than 160 questions from the public and numerous requests for additional, longer events in the future.

- USA.gov hosted an “Ask Marietta” hangout, featuring the editor of OCSIT’s [Consumer Action Handbook](#). Along with its Spanish counterpart, the [Guía del Consumidor](#), the Handbook helps consumers make smart decisions; avoid scams; contact corporate, local, and state consumer officials; and write a complaint letter that gets results. Targeting the new millennial audience, the popular “Ask Marietta” campaign also features videos and blogging events. More than 22,500 people have downloaded the Handbook’s interactive complaint letter to get their consumer problems resolved and nearly 400,000 copies of the Handbook and Guía were distributed in FY14.





[DigitalGov.gov](https://digitalgov.gov) helps agencies deliver 21st century digital government by accelerating the development and uptake of digital government practices, tools, and policies. This past year, DigitalGov (formerly HowTo.gov) moved to a new, dynamic publishing platform to better engage innovators across government and provide more direct access to the myriad services and resources it makes available to agencies. DigitalGov engaged more directly with digital government communities, ranging from social media to web managers to mobile, and published their experiences and innovations.

In FY14, DigitalGov consolidated five different websites, blogs, and wikis to build a collaborative platform to deliver timely content, showcase agency efforts, and steer visitors to [communities](#), [services](#), and [resources](#) that help agencies deliver the information and services the public expects more quickly.

## FY 14 Accomplishments:

- Since its February 2014 launch, DigitalGov published 285 articles by 148 authors with greater content diversity and value. Two-thirds of the authors were from agencies outside GSA, and covered government challenges and prize competitions, APIs, metrics, social media, mobile, and usability. By lowering the barriers to contributing and consuming content, DigitalGov is expanding and accelerating the distribution and use of practical, valuable resources and information.
- DigitalGov's Government Customer Experience Index (GCXi) surveys show a task completion rate of 80%. The visitor return rate has increased by 250%.
- Using email and social media to drive traffic to the site, DigitalGov earned a strong 38% average engagement rate. In daily and weekly newsletters, clicks on email and email links totaled 874,000 impressions for the fiscal year.
- Audience engagement grew with a 49% increase in onsite session duration from an average of 86 seconds to 128 seconds.

*"Keeping up with emerging digital communications platforms and technology was made easy with my participation in the SocialGov and DigitalGov communities. Simply put, we wouldn't be where we are today without the help from everyone participating in this space."*

--U.S. Trade and Development Agency





In 2009, [Data.gov](https://data.gov) became the world's first government open data platform, and has been evolving and improving ever since. At Data.gov, the public, including researchers, software developers, journalists, and entrepreneurs, can find and download high-value, machine-readable government datasets. They can use these datasets to analyze, sort, group, and visualize government data. And they can create apps to drive innovation, create new businesses, and help people make more informed decisions and improve daily life. In 2014, Data.gov launched a new version of its site, based on the open source WordPress content management system and the [Comprehensive Knowledge Archive Network \(CKAN\)](https://www.comprehensiveknowledge.org/) catalog. Data.gov 2.0 features more than 130,000 datasets and makes it easier for people to discover and use data.

#### FY14 Accomplishments:

- [Inventory.Data.gov](https://inventory.data.gov/) debuted in FY14 as a free service to provide dataset management for federal agencies. Inventory.Data.gov is an additional instance of the open source CKAN catalog platform that Data.gov makes available to agencies. It enables agencies to automatically create and share the data inventories required under the White House [Open Data Policy](https://www.whitehouse.gov/open-data-policy/).
- To further enable agencies to achieve the objectives of the Open Data Policy, Data.gov developed and implemented an automated harvesting tool, which now captures each agency's data files on a daily basis to provide easy, comprehensive access to the latest collection of federal agency data holdings.
- Data.gov expanded its network of data sources and partners to other levels of government. Fourteen state and local government sources joined the Data.gov catalog, to help citizens find more data about their communities and local areas from all levels of government.
- Data.gov supports a wide range of topic areas, such as energy, health care, and education, to enable multi-sector, cross-agency communities of practice to gather datasets and post content. In FY14, Data.gov launched the [Climate Topic](https://data.gov/topics/climate) area. It features data related to climate change that can help inform and prepare America's communities, business, and citizens for the effects of climate change, including coastal flooding and food resilience.





## A partnership between the public and the government to solve important challenges.

“The answer is out there, and it will find you if you want it to.” More than just a great line from a movie, that principle fuels [Challenge.gov](http://Challenge.gov) as a platform for agencies to draw and reward great ideas and innovative solutions from the public.

The centerpiece of the president’s [Strategy for American Innovation](#), Challenge.gov has conducted 369 scientific, engineering, design, multimedia, ideation, and software challenges. It’s an unprecedented government/public partnership that

- Connects agencies with expertise and communities beyond traditional networks
- Saves budget dollars by paying only for results if a solution meets the defined criteria
- Spurs economic and small business development and growth
- Generates high levels of public engagement and awareness of key agency objectives and programs

In four years, Challenge.gov has been used by 69 federal agencies to crowdsouce solutions and has received 3.5 million visits from every country around the globe and more than 12,000 U.S. cities. This reflects broad interest and commitment to engage citizens and tap into the creativity of experts outside government. Challenge.gov is shaping government culture by influencing decision makers across agencies to integrate challenges and prizes into their problem solving and procurement plans.

## FY14 Accomplishments:

- Challenge.gov received the prestigious Harvard University Innovations in American Government Award. The program was selected from among 600 applicants by Harvard's [Ash Center for Democratic Governance and Innovation](#) at the John F. Kennedy School of Government. Winners were chosen "based on novelty, effectiveness, significance, and the degree to which their innovations can inspire replication in other government entities."
- Challenge.gov launched 73 challenges in FY14, including
  - The Department of Health and Human Services' VizRisk challenge to use visualizations of behavioral health data to inform personal and policy decisions
  - The White House Initiative on Asian Americans and Pacific Islanders Challenge to Educate, Engage, and Empower Young Leaders
  - The EHR (Electronic Health Record) Innovations for Improving Hypertension Challenge
  - The Behavioral Health Patient Empowerment Challenge to highlight existing technologies that empower consumers to manage their mental health and/or substance use disorders

*"Glad to see this program (Challenge.gov) get the recognition it deserves.  
I've been following this program since its inception, and its record for  
helping agencies innovate by engaging the public at so little cost is remarkable."*

--Wyatt Kash, Editor, InformationWeek



Sometimes, the most challenging part of creating an online presence isn't coming up with the content—it's figuring out how to get that content to an audience.

Federal agencies don't have to worry about the "how" anymore with [Sites.USA.gov](https://sites.usa.gov), which provides federal agencies a hosted, secure, and policy-compliant content management tool. Agencies can carry out their mission and engage with citizens, while GSA manages the infrastructure.

By using this shared solution and existing infrastructure, agencies avoid investing valuable resources in duplicative, costly infrastructure and complex content management and design. Instead, customer agencies get to choose from 18 responsive themes, so they can deliver information anywhere, anytime, and on any device.

*"Sites.USA.gov eliminated months of paperwork and requests  
and about \$10-20K worth of costs"*

-- Sites.USA.gov user

Sites.USA.gov powers the web presence for a growing number of programs, including

- The new [Department of Labor blog](#), providing news and commentary on the services of the Department of Labor
- [FedStats and the Federal Committee on Statistical Methodology](#), a popular program for more than 100 agencies engaged in the production and dissemination of official federal statistics, tools, and news for the public
- GSA's [Challenge.gov](#), a partnership between the public and the government to solve important challenges

## OPEN OPPORTUNITIES

With the release of the [Digital Government Strategy](#), agencies were tasked with building APIs, launching mobile products, establishing digital governance, and getting better customer feedback. But not all agencies had the personnel or expertise to tackle these important projects. OCSIT/18F created the [Open Opportunities](#) program to enable federal employees to volunteer for tasks outside their agencies to support digital government. The program invites agencies to [post digital government projects and tasks](#) for participating experts from across the government to tackle. This micro-tasking platform is helping agencies find needed skills for specialized tasks, while giving employees the opportunity to build and share their skills.

### Open Opportunities in DigitalGov



*Building a 21st century workforce.  
One task at a time.*

Get Started

Every agency at every level of government has a role in creating digital government. There are great opportunities to solve the problems in your agencies and to engage your high-performing staff with cutting-edge projects across agency bounds.

Through our Open Opportunities in DigitalGov network, we're building a cooperative enterprise that draws on resources from across government to leverage the expertise of forward-leaning agencies. We're looking at innovative staffing arrangements, multi-agency teams, and ways to tap specialized expertise and skills for quick turnaround tasks.



### FY14 Accomplishments:

- In FY14, participation across the government grew significantly as people from 59 different agencies took part in the program, up from 16 in FY13. More than 140 tasks were created and listed, up from 93 in FY13.
- Forty-five people have contributed in a 20% capacity on a wide range of digital government projects including writing major articles and researching usability case studies posted on DigitalGov.gov. They also helped five different agencies and departments test their mobile websites on multiple mobile devices through the Federal Crowdsourcing Mobile Compatibility Testing Program.

*"Open Opportunities provides the opportunity to get outside your narrow world and explore collaboration opportunities. I worked with some great people across government and it felt good to see the project that I initiated become accepted by the community and others step forward to lead it."*

--Lakshmi Grama, HHS National Cancer Institute

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## COMMUNITIES OF PRACTICE

Sharing best practices, new technologies, and collaborating to solve complex problems and address challenges, government communities of practice can be a lifeline as agencies undertake new initiatives and adopt new ways of doing business. And under OCSIT's leadership, they're thriving.

### SOCIAL MEDIA AND FEDERAL TERMS OF SERVICE AGREEMENTS

According to the Pew Research Center, nearly three-quarters of all adults who are online use social media. Whether they're checking in with friends, checking sports scores, or checking to find out if the jar of peanut butter they bought last week was recalled, people have integrated social media into daily life. Government agencies that aren't using social media to engage with the public are missing an unprecedented opportunity to connect with the people they serve.

OCSIT/18F provides governmentwide leadership to help agencies effectively use social technologies to significantly improve citizen services.

#### SOCIALGOV

Growing and serving the government social media community, OCSIT/18F expanded the [Social Media Community of Practice \(SocialGov\)](#) to include almost 800 federal employees from more than 100 agencies and offices—a 65% increase from FY13.

*"As a new federal employee, SocialGov has been a lifeline. It's a one-stop resource to learn about issues impacting government that my 15 years in private sector communications didn't teach me. But more than that, SocialGov shows us the other side of government—the red-tape-annihilating-get-stuff-done side. That's the side I want to be on."*

-- April Finnen, FDA Office of Counterterrorism and Emerging Threats

**FY14 Accomplishments:**

- The SocialGov program supported six goal-driven interagency working groups covering performance analysis, accessibility, policy development, public participation, federal workplace recruitment, and federal employee recognition. These working groups created or updated three resources widely used to make programs more effective and efficient: the Social Media Performance Metrics Toolkit, the Social Media Accessibility Toolkit, and the Social Media Policy Development Toolkit.
- More than 2,400 people participated in the 26 DigitalGov University training programs coordinated by SocialGov.
- The program hosted four SocialGov summits aimed at uniting agencies with shared services, including a White House Summit on Digital Engagement and Open Data, and its first all-online event via a Google Hangout.

**SOCIAL MEDIA TERMS OF SERVICE (TOS)**

OCSIT/18F also continues to lead a coalition of federal agencies to negotiate [75 terms of service agreements](#) with social media platforms that provide free services to users. These agreements address issues that have slowed adoption of social media applications, including compliance with federal laws and regulations. Agencies can now use a variety of popular social media sites without having to start from scratch negotiating special terms of service. These agreements have paved the way for broader adoption of free social media tools that greatly expand government's ability to effectively deliver information to engage with the public at little or no cost to taxpayers.

**FY14 Accomplishments:**

- GSA negotiated nine terms of service agreements with providers such as Eventbrite, Amazon, Mandrill, and StackExchange and also updated an agreement with Tumblr.



Mobile technology and devices are making it easier for people to find and use information and services anywhere, anytime. How can government agencies keep pace with the fast changing world of mobile? [OCSIT/18F's MobileGov program](#) helps federal agencies develop a citizen-centered path to mobile government by focusing on policies, practices, testing guidance, partnerships, and outreach across government and industry.

MobileGov manages the Federal Crowdsourced Mobile Compatibility Testing Program. It helps agencies address the growing need to test their mobile and responsive design websites on the wide diversity of mobile devices and operating systems available across the country. Federal employees provide no-cost testing for agencies, enabling access to a broad range of devices, while spreading testing knowledge and best practices.

### **FY14 Accomplishments:**

- The MobileGov community of practice grew 28% from 791 to 1,031 federal employees and contractors and hosted more than 24 events with 1,200 attendees.
- Five agencies took advantage of the crowdsourced testing program, which included 57 testers from 41 agencies.
- To better promote government mobile apps and websites to the public, the USA.gov [Federal Mobile Apps Directory](#) provides a central location for all federal government apps. This year, agencies registered 55 new mobile apps and responsively designed websites, a 22% increase from last year. A newly-developed API now automatically populates the directory once an application is registered by an agency.
- In FY14, MobileGov sponsored a cross-agency working group that released two content models to help government agencies easily publish the same content in multiple forms. Inspired by content models from National Public Radio and Netflix, MobileGov is sharing [“article” and “event” models](#) across government via DigitalGov University webinars and improving them based on feedback on Github.



## GOVERNMENT CONTACT CENTER COUNCIL (G3C)

Whether they work with the USA.gov Contact Center or manage their own, agencies that use contact centers can provide a better customer experience when they're part of a community that supports their work. Created in 2008, the [Government Contact Center Council \(G3C\)](#) is a growing community of practice for federal and state agencies and programs. Meeting for monthly educational forums, the group shares best practices, emerging technologies, and customer service insights. The 244 members representing 35 federal agencies, 64 subagencies, and eight state and local agencies also collaborate to support one another during national emergencies.

### FY14 Accomplishments:

- In support of other OCSIT programs, G3C presented monthly training sessions for contact center managers on web chat, social media, employee engagement, improving contractor performance, gaining senior leadership contact center support, and sharing lessons learned from the government shutdown.
- G3C organized and hosted an in-person contact center forum with sessions on customer perceptions, the optimal customer experience, the president's customer service initiative, metrics, and quality assurance.

## INTERNATIONAL COLLABORATION

OCSIT leads intergovernmental collaboration among all levels of government and across national boundaries. Working with many national and international communities, the program provides unique and productive forums for exchanging information, ideas, and insights into government innovation.



FIGURE 6 SEVERAL NORTH AMERICA DAY 2014 PARTICIPANTS MEETING AT GSA HEADQUARTERS.

## **FY14 Accomplishments:**

- **North American Day:** Since 2001, GSA has sponsored annual North American Day talks to foster collaboration among government chief information officers from Mexico, Canada and the United States. OCSIT and U.S. CIO Steven VanRoekel convened a North American Day meeting at GSA headquarters in February 2014. The group of 21 senior government information technology officials discussed the IT priorities of their respective governments, as well as portfolio management, cyber-security, open government, and the role of the CIO as chief innovation officer.
- **U.S./Canada Bilateral Meetings:** OCSIT facilitates an ongoing relationship between the leaders of GSA and those of its Canadian counterpart, Public Works and Government Services Canada (PWGSC). GSA Administrator Dan Tangherlini and several other GSA leaders participated in a two-day bilateral meeting with their counterparts at PWGSC. The two agencies executed a memorandum of understanding agreeing to collaborate on a systematic approach for exchanging knowledge and best practices in areas of mutual interest, including innovative approaches to acquisition and real property management.
- **Sharing Best Practices with Other Governments:** By building strong networks with like-minded officials throughout the world, OCSIT has long served as a link between the U.S. government and other countries, providing the U.S. content for
  - The Organization for Economic Co-operation and Development's global Observatory for Innovation in Public Sector Innovation, an online repository of innovations in more than 20 countries
  - An international IT governance study and report for the International Council for IT in Government Administration
  - The National Association of State CIOs (NASCIO) and other groups to share information among federal, state and local governments

## RECOGNITION

OCSIT/18F is grateful to be recognized across government and industry for its commitment to creating better, more cost-effective ways to serve government partners and the public. These individual and team awards celebrate the innovative approach OCSIT/18F takes in weaving technologies, processes, and expertise together to create the standard in leadership, collaboration, public engagement, and service that the rest of the U.S. government relies upon and models:

- Administrative Conference of the United States (ACUS) Walter Gellhorn Innovation Award, recognizing the federal program with the best model practice that can be adopted governmentwide: *DigitalGov User Experience Program (DigitalGov UX) Jonathan Rubin*
- Center for Food Safety and Applied Nutrition (CFSAN) Honor Award for the Government Contact Center Council (G3C's) contribution in helping FDA implement their new contact center: *Tonya Beres*
- Federal Computer Week Fed 100: *Marina Fox, Lena Trudeau*
- FedScoop 50 Tech Champions of the Year: *Hillary Hartley*
- FedScoop Top 50 Women in Technology: *Maria Roat, Lena Trudeau*
- FierceGovernmentIT's Fierce 15 Leader in Government Innovation: *Matt Goodrich, Hillary Hartley, and Eric Mill*
- FutureGov Digital one of the World's Best E-Government Websites: *USA.gov*
- Harvard Ash Center for Democratic Governance, Innovations in American Government Award: *Challenge.gov*
- NextGen Innovator of the Year Finalist: *Philip Ashlock*

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## HELPFUL LINKS

[18F](#)

[Challenge.gov](#)

[Connect.Gov](#)

[Consumer Action Handbook](#)

[Data.gov](#)

[Digital Analytics Program \(DAP\)](#)

[DigitalGov.gov](#)

[DigitalGov Search](#)

[DigitalGov University](#)

[DigitalGov User Experience Program \(UX\)](#)

[eCPIC](#)

[FedRAMP.gov](#)

[GobiernoUSA.gov](#)

[Government Contact Center Council \(G3C\)](#)

[Kids.gov](#)

[MobileGov](#)

[Open Opportunities](#)

[Presidential Innovation Fellows \(PIF\)](#)

[Publications.USA.gov](#)

[Sites.USA.gov](#)

[Social Media Community of Practice \(SocialGov\)](#)

[Social Media Terms of Service](#)

[USA Contact](#)

[USA.gov](#)

[USA.gov Contact Center 1-800-FED-INFO](#)